



## Department Description

The Human Resources Department is composed of five sections: Labor Relations, Disability Services, the Diversity Commitment, Employee Learning and Development, and the Human Relations Commission.

The Labor Relations section of the Department provides guidance and policy advice to the Mayor and management on labor and employment issues such as the meet and confer process with labor unions, grievance resolution, disciplinary actions and appeals, leave provisions, federal and State labor laws, and rewards and recognition programs. The group serves as the primary point-of-contact for the City's five recognized labor organizations and negotiates on behalf of the City with regard to wages, hours, and terms and conditions of employment. Additionally, Labor Relations delivers training on labor- and employment-related matters.

Disability Services works to ensure that every facility, activity, benefit, program, and service operated or funded by the City is fully accessible to, and usable by, people with disabilities in accordance with the Americans with Disabilities Act (ADA), as well as other federal, State, and local access codes and disability rights laws.

The City strives to incorporate valuing diversity, inclusive leadership, and ongoing cultural competence into everyday operations, for employees and customers at all levels. The City has Diversity Commitment to institutionalize the philosophy that because society is comprised of many diverse populations, City government ought to reflect and represent the populations it serves. The mission of Diversity Commitment is to create an environment where differences are valued and all City employees are a productive part of a high-performing team, delivering services to the community.

Employee Learning and Development (ELD) delivers relevant training and development solutions to enhance organizational and employee excellence. Courses offered include New Employee Orientation, Supervisors Academy, Discipline, Rewards and Recognition, and customer service training. ELD also plays a lead role in the OneSD project as Team Lead for the Learning Solutions module which will be used to manage, administer, and track all training activities within City departments.

The Human Relations Commission was established to conduct and promote activities that foster mutual respect and understanding and protect basic human and civil rights. In addition, the Commission helps create an atmosphere that promotes amicable relations among all members of the San Diego community. Three major strategies- community collaborations, community education, and resolution of discrimination complaints- are at the core of the Human Relations Commission's programs and community activities.

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The Department's mission is:

*To provide a connection between management and employees in an effort to enhance morale and productivity, limit job turnover, support a responsive and innovative workforce, and help the City deliver services in a fiscally-sound, efficient manner*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

***Goal 1: Effectively represent the interests of the City in all bargaining matters while establishing and promoting collaborative and effective labor-management relationships in the City in order to maintain a responsive and innovative workforce***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide appropriate tools to each City department to assist in their exercise of due diligence to prevent and detect misconduct
- Complete negotiations of Memoranda of Understanding (MOUs) by agreed-upon target dates
- Effectively manage the meet and confer process
- Maintain awareness of changes to and trends in labor and employment law
- Promote effective dispute resolution
- Foster positive relationships through open communication between unions and management
- Support adherence to labor-related policies and procedures through continued education of employees and supervisors
- Encourage management to use Labor Relations to assist with relevant issues

***Goal 2: Ensure ADA compliance citywide and strengthen and enhance trust and credibility between the disability community and the City***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop and oversee citywide ADA projects
- Manage and coordinate all disability-related complaints and requests citywide
- Provide program management on new construction, alteration projects, curb ramps, sidewalks, and signals
- Ensure community participation
- Promote disability awareness
- Conduct and attend disability meetings and events

***Goal 3: Develop a culturally competent inclusive leadership and workforce***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support cultural competency and inclusive leadership
- Support accountability for inclusive leadership
- Assist with the reconciliation of diversity-related problems in departments

***Goal 4: Promote continuous improvement in the responsiveness and innovativeness of employees through relevant, effective employee learning and development offerings***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide City employees with the training and skills needed to deliver excellent service
- Heighten awareness of employee learning and development opportunities
- Deliver training in an efficient and cost-effective manner

***Goal 5: Promote human and civil rights, cultural proficiency, community connectedness, and acceptance of all persons***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Encourage and support relationships between different organizations and sectors (public, private, and community)

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- Provide regular, organized information on social justice issues of concern in underserved communities to the Mayor and City Council
- Promote understanding and inclusion, sensitize the community to social justice issues, and enhance civic engagement

## Budget Dollars at Work: Performance Expectations

**Goal 1: Effectively represent the interests of the City in all bargaining matters while establishing and promoting collaborative and effective labor-management relationships in the City in order to maintain a responsive and innovative workforce**

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of Memorandum of Understanding (MOUs) and/or standard operating procedures (SOPs) in place in advance of agreed upon dates	100%	40%	100%
2. Percent of meet and confer efforts for which agreements are reached	100%	80%	100%
3. Number of Public Employment Relations Board (PERB) charges and/or Meyers-Milias-Brown Act (MMBA)-related lawsuits filed and upheld as a result of meet and confer problems	0	0	0
4. Percent of Step V grievances resolved within 45 days (unless extension agreed upon by both parties)	100%	100%	100%
5. Number of Labor Management Committee meetings held with POA, AFSCME Local 127, and MEA	12	9	One meeting per quarter with each union
6. Percent of unlawful employment practice claims filed that are upheld (Mayoral departments/Non-Mayoral departments)	14.29%	0%	0%

**Goal 2: Ensure Americans with Disabilities Act (ADA) compliance citywide and strengthen and enhance trust and credibility between the disability community and the City**

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Number of curb ramps assessed and placed in Geographic Information Systems (GIS)	N/A	2,227	225
2. Number of facilities surveyed for compliance with ADA standards	N/A	105	75

**Goal 3: Develop a culturally competent inclusive leadership and workforce**

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Number of special diversity events targeted to management employees	1	3	3
2. Number of special diversity events targeted to the general workforce	1	2	2

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## Goal 4: Promote continuous improvement in the responsiveness and innovativeness of employees through relevant, effective employee learning and development offerings

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of training courses evaluated that receive a 4.5 (out of 5.0) or better from attendees.	N/A	100%	80%

## Goal 5: Promote human and civil rights, cultural proficiency, community connectedness, and acceptance of all persons

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Number of training sessions and community events that the Human Relations Commission initiated or had active involvement in	24	53	30

## Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
<b>Sizing Data</b>					
Number of City employees	11,096	10,859	11,416	10,787	TBD
Number of employees represented by a labor organization	10,352	10,264	10,717	10,107	TBD
Number of labor organizations	5	5	5	5	5
<b>Workload Data</b>					
Number of MOUs renegotiated	3	3	3	5	TBD <sup>1</sup>
Number of issues requiring meet and confer	N/A	N/A	66	30	TBD <sup>1</sup>
Number of meet and confer sessions attended	N/A	N/A	152	159	TBD <sup>1</sup>
Number of property rights-related actions or discipline cases advised on or reviewed	87	165	209	244	183
Number of grievances heard	16	16	20	28	21
Number of industrial leave, long-term disability, and Skelly appeals conducted	16	39	40	24	18
Number of employees trained through ad hoc ethics training sessions	N/A	N/A	120	359	350
Number of staff members who participated in the Diversity Commitment's Diversity University	175	210	165	140	165
Number of staff members who participated in diversity training at Supervisors Academy	100	100	125	135	125
Number of employees trained through ad hoc diversity training sessions	210	200	176	163	150
Number of training hours conducted by Employee Learning and Development group	560 <sup>2</sup>	600 <sup>2</sup>	630 <sup>2</sup>	716	440
Number of forums/public hearings that Human Relations Commissioners initiate/support per year	2	2	2	2	2
Number of facilities surveyed for ADA compliance	12	10	8	105	75

<sup>1</sup> TBD as part of the negotiation or meet and confer process with the labor organizations.

<sup>2</sup> Employee Learning and Development, formerly known as Citywide Training, was not part of the Human Resources Department until Fiscal Year 2009. Staffing of this function also varied before 2008, as did the types of numbers of trainings offered. Therefore training hours prior to Fiscal Year 2008 are not directly comparable to training hours for Fiscal Year 2008 and Fiscal Year 2009.

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	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of ADA projects managed by Disability Services	17	8	10	40	16
Number of on-site inspections for ADA compliance conducted by Disability Services	150	75	125	126	240
Number of information and research requests received by Disability Services	250	320	400	385	325
Number of special events reviewed for ADA compliance	100	120	150	410	400
Number of ADA complaints received	N/A	N/A	67	114	94
Number of resolved ADA complaints	N/A	N/A	34	46	44